

Lessons Learned **Process No. 1021** **Response: This document is being extensively rewritten.**

## Scope

This process covers the establishment of a project delivery process review for the collection, analysis, dissemination, and implementation of "lessons-learned" experiences for activities, projects, programs and other USACE activities. Interim Lessons Learned will be brief and to-the-point; final report will contain more detail. Policy Project delivery process reviews must always be conducted at the end of a project, but additional reviews must also be appropriate at the completion of any phase of a project.

## Policy

*ER 5-1-11*[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

*ER 1110-1-8159*[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf>]

**add Policy Letter for Dr. Checks**

## Responsibility

The Project Manager is responsible for ensuring that all appropriate information on Lessons Learned are documented as required.

The Project Delivery Team is responsible for the comparison of planned execution to actual outcomes, and determining the reason for change that exceeds thresholds.

**The management component of the organization should assess holistic Lessons Learned information, identify systemic problems, and make business process improvements. Without such a step, USACE will not be a learning organization.**

## Distribution

Project Delivery Team (PDT)\*

Project Manager (PM)\*

## Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## System References

*Acronyms and Glossary*[*REF1001*]

*Change Management*[*PROC1004*]

## Activity Preface

This process is linked to the *Change Management*[*PROC1004*] process. If the change is within the thresholds, the Lessons Learned process is called from the Change Management process, if the PDT determines there is value added. If the change exceeds the thresholds, the Lessons Learned process will be executed. Once this process is completed, you will return to the Change Management process.

## Project Delivery Team (PDT)

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds.
2. Determine what was right or wrong with what happened.
3. Determine how things should be done differently the next time.

**If end of project, goto task #4. Otherwise, goto task #6.**

4. **Why? Redundant to corporate Lessons Learned system (e.g. Dr. Checks)?**

(Reporting requirements are currently under development.) The PDPRR should be completed no later than sixty (60) days after the project is deemed substantially complete. The PDPRR serves as a template to facilitate the discussion of the first three parts, as well as to document the results.

## Project Manager (PM)

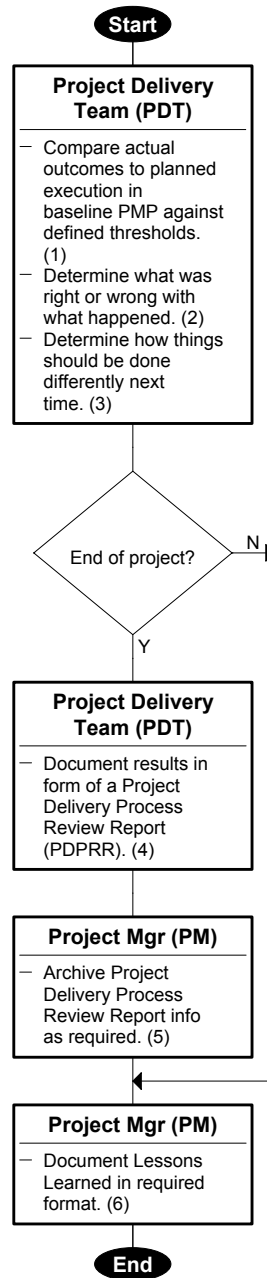
5.

6. Document Lessons Learned in the required format (i.e. Dr. Checks).

**RWGs should review prior to implementation.**

Detailed requirements for the Corporate Lessons Learned system (Dr. Checks) are under development at this time, but follow the four step approach of: capture, gatekeeping, use, and sunseting. Currently, all functions will be required to have some manner of capturing lessons learned in a timely fashion, and forwarding them to a gatekeeper, for evaluation and, ultimately, corrective incorporation within policy, Engineer Manuals, etc.

**End of activity.**



**Lessons Learned Flowchart**